



ANNUAL COMPLAINTS REPORT 2025/26

Delivering Excellent Customer Service
Customer care is how we look after our customers.

Appearance
Van clean and tidy
Uniform clean and presentable
ID Badge worn

Approach
Be Positive
Be respectful
Be helpful

Attitude
Communicate Clearly
Have a positive outlook and can do attitude

Excellent customer care is the responsibility of every City Building employee.

Building a Sustainable Future



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City Building (Glasgow) LLP (CBG) is a Joint Venture (JV) between Glasgow City Council (GCC) and Wheatley Housing Group, both taking a 50% shareholding, together becoming joint partners and joint owners. On 1st April 2026 CBG joined Wheatley's VAT Group.

In total, we provide services to 45,000 Wheatley Group customers 24 hours a day, 7 days a week. We also provide over 250,000 responsive repairs annually to Wheatley Housing Group customers. During the period of this report, we undertook 90,000 repairs for Glasgow City Council within their corporate estate and public buildings.

The range of services we provide includes:

Glasgow City Council	Wheatley Housing Group
<ul style="list-style-type: none">• Responsive Repairs• Emergency Repairs• Compliance Works• Planned maintenance• Temporary Accommodation (TAD) void work• Scottish Welfare Fund furniture supplies• Election support	<ul style="list-style-type: none">• Responsive Repairs• Kitchens• Bathrooms• Windows• Gas Safety• Electrical inspections• Void repairs

Our vision at CBG is where our residents, customers and partners will recognise us as delivering outstanding levels of customer focus, quality and value.

Excellence is one of our core values and we recognise that this must, first and foremost, be measured by the view of our customers and the level of customer satisfaction we achieve.

We use complaints and compliments we receive as an important way of engaging with customers and using their feedback as a way of improving our services.

We want to continue to enhance all elements of the customer experience.

Learning from complaints

We analyse our complaints to identify themes which help us improve customer service. We regularly report our complaints to our Board and Executive Leadership Team, on what we have learned and what we have improved.

Hear are some examples of what has been reported and how we have improved.

You said

Most of our complaints were around our repairs service with dissatisfaction of trades arriving without the correct materials and therefore delaying completion.

We did

We have created a material pod to support more efficient material ordering and developed new van stocks, specific to trades to support the increase in right first time service delivery supporting increase satisfaction amongst citizens, residents and customers.

You said

Customers complain of a lack of communication on repairs and planned works.

We did

We have introduced new software to alter our “withheld number” status when making calls, and by showing a number on the customers phone, more calls being made and answered building better relationships and increased communication.

You said

Commitments given during customer complaints process not being delivered.

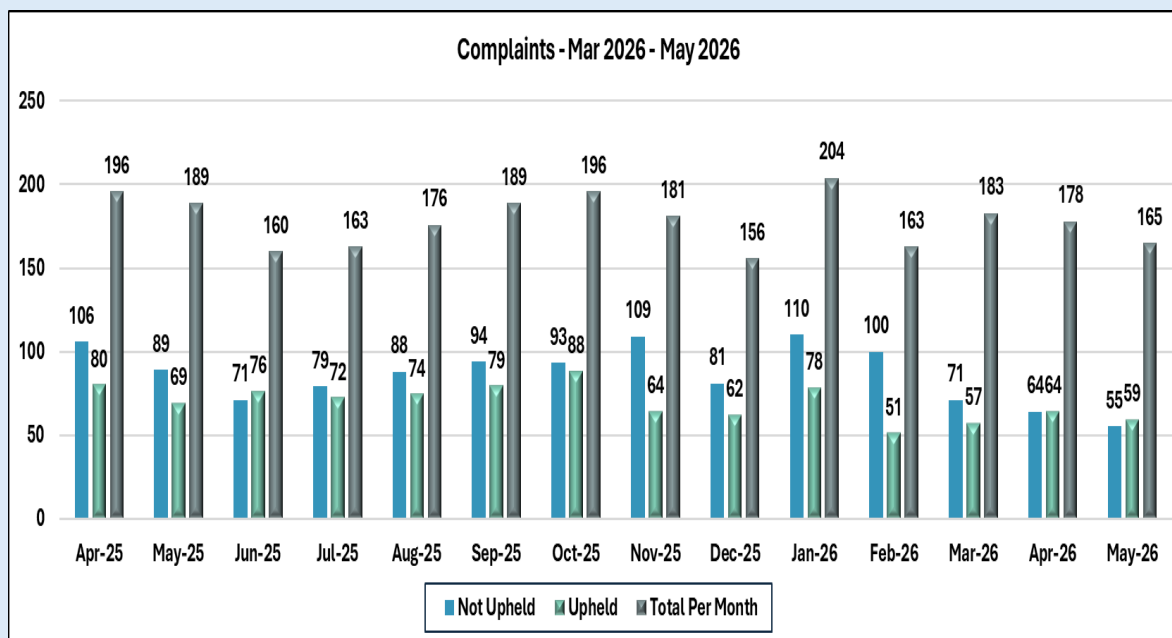
We did

Customers are contacted following resolution to ensure commitments are met preventing escalation and giving greater support to customer journey.



Complaints trends and performance

The chart below confirms the number of complaints received during 2025/26 from across all residents, customers and citizens.



Overall, these complaints represent **0.47%** of all repairs across the organisation (**455,766**) for WHG complaints represent **0.78%** of repairs (**277,952**).

In total we have received **2,157** complaints with **850** being upheld, representing **39%**.

Within this number **358** were for Lowther Homes with **135** being upheld representing **37.7%**. Every Lowther customer is now personally visited by CBG to discuss and understand the complaint reasons and where it is upheld, we agree directly with the customer the scope of works which has reduced the number of Stage 2 complaints. Due to the success of this approach, we are currently piloting the same process within the Electrical, Joinery and Plumbing Pods on agreement from customers.

Complaints handling Performance

Across the organisation, our KPI target for responding to complaints within five working days is **95%**. In 2025/26, we achieved **93%** within this timescale, falling short of the target. To address this, we have delivered a series of training and briefing sessions to all teams involved.

Comparison from last year

Compared to 2024/25 where our total number of complaints were **2465** with **1128** upheld representing **45.7%**.

Compliments

Customers take time to tell us when we have done things well or made a difference. These are shared with the individuals as well as the wider workforce. Some examples we have received recently are:

“never complimented anyone in my house for 14 years but this person who attended was amazing, he treated my house like a home”.

She has done a really good and professional job.”

“Shaun the joiner deserves a pat on the back for his work – I would appreciate this being noticed”

“he was quick to attend , professional and great company”

Kieran is always professional, helpful and polite, and I wanted to note that it has not gone unnoticed.

Customer said all trades that recently attended her property, for jobs “well done”

they worked as a great team it was a big job they were pulling up carpets and everything and did not stop once until they found the leak. Advised they knew their stuff they were so efficient and said they were proper tradesmen which is hard to find in today. They cleaned up after themselves were so polite and well mannered, they would not even stop for a cup of tea.

Ricky from City Building called at my home to discuss aiding me in turning on my heating as I am disabled and sometimes, I am confined to bed. He was extremely helpful, pleasant, and submitted job number for an aid which will be very helpful to me. I would very much appreciate if his supervisor could be made aware of how helpful Ricky was and of his very pleasant demeanour.

What's Next



A key priority for last year was to analyse the customer complaints journey to identify area where we can improve the delivery of our services, our processes and our approach to reduce the need for customers to complain.

Our priority for this year is to roll out the learning from this analysis, ensuring the work we do is of a high quality with our trades having the correct materials to complete jobs.

Customer feedback is important including when they have had an excellent experience, which our leaders use to recognise our workforce where they have delivered an excellent service which reinforces the behaviours and culture that drives high satisfaction.

Where repairs do not go as well as we would hope our Quality and Compliance team undertake debrief sessions based on SKATE – Skills, Knowledge, Attitude, Training and Experience (including customer service experience) which has driven the increase in performance.

Fit for the Future



The above debriefs are supported by our continuous Organisational Development (OD) work, including engagement sessions, Toolbox Talks and Focus Groups to continue to develop our culture, which is driven by our values and recognisable through:

- A strong focus on customer satisfaction, from the Board Room to the Trade Van.
- A Think Yes attitude “to do the right thing.
- A workforce who feels listened to, valued and trust the organisation.
- A workforce who feels connected to the organisation and understand the importance of their role within it.
- Openness and transparency.

